

ST. MARY'S UNIVERSITY COLLEGE
BUSINESS FACULTY
DEPARTMENT OF MANAGEMENT

**THE CAUSES AND CONSEQUENCES OF CONFLICT AND
CONFLICT RESOLUTION: THE CASE OF MOHA SOFT
DRINKS INDUSTRY S.C.**

BY
MEHBUBA JEMAL

JUNE 2011
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**A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF
MANAGEMENT BUSINESS FACULTY
ST. MAR'Y UNIVERSITY COLLEGE**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF BACHELOR OF ARTS IN MANAGEMENT**

**JUNE 2011
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MEHBUBA JEMAL

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE OF EXAMINERS

Department Head

Signature

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

ACKNOWLEDGEMENTS

First of all, I would like to thank the Almighty Alah for his unbounded support all the way through my life and for the successful accomplishments of this senior paper

.

My special thanks go to my senior essay advisor, Ato Yimer Adem for his constructive suggestions, guidance and great advice. Without him I would not have been able to successfully complete this research.

My special thanks go to Ato Tewodros Bereded Human Resources Manager of MOHA Soft Drinks Industry S.C. T/Haimanot Plant, and for all the employee of this plant, their support during the preparation of my senior paper.

My other profound gratitude goes to my beloved family who helped me though out the way in my Endeavors.

Last, but not the least my deep gratitude goes to all my teachers in SMUC who assisted me in all my education and preparation of this paper.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Conflict is one feature of the organization life. It is part of the organization. The nature of organization paves way for cause of conflict. First, organizations contain people with different personality, perception and values. Second, those people are assigned to jobs that have contrasting characteristics, impart unequal degrees of status and frequently foster competition. Finally, organization contains people that often have conflicting views and compete for scarce resources they need to achieve their goals. Thus, conflict is an inevitable aspect of social interactions and interdependencies among people in the organizations (Cleland, 1985:155).

Sudan and Kumar (2003: 304) also further explain that conflict is a disagreement between two or more individual or groups, with each individual or group trying to gain acceptance of its view or objective over the others.

According to Dwivedi (2001: 519) conflict is an expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, stereotypes, etc.

Cleland (1985:156) also compare the usefulness and badness of conflict in the system of organization stated that, an organization can benefit from the functional conflict after it is settled demonstrates that the effect of a conflict depends primarily on the way it is managed. In case a conflict is not well managed, it automatically becomes a

Dysfunctional one that hinders the operations of an organization. There is usually a thin line between functional and dysfunctional conflicts. Managers shall make sure that this line is not crossed. The location of this thin line is not constant. It usually depends on the groups culture, tolerance, and ability to take the stress. Muawiya, the fifth successor of the prophet said that if there were one string of hair linking him to the people, it would not be cut. If the people relaxed it, he would pull it, and if they pulled he would relax it(Naceur Jabnoun,1985:155).

From the above paragraphs it's obvious that conflict is a must. And to examine the situation in our context, the researcher would like to gather information about conflict and its management in MOHA Soft Drinks Industry S.C. MOHA Soft Drinks Industry S.C. was acquired from the Ethiopian Privatization Agency.

The major products of MOHA Soft Drinks Industry S.C. are: Pepsi Cola, Mirinda Orange, 7-up, Mirinda Tonic and Mirinda Apple.

MOHA holds 52% of the market share in soft drinks industry(Source: Tired Special Millennium issue Sep. 2007).

Conflict is part of life; especially in organization its role is very crucial for the development of the organization, innovation, creativity and other changes. On the other hand if conflict is not handled timely in a systematic manner, it may destroy the system of the organization. This situation inspired the researcher to study conflict specifically.

1.2. Statement of the Problem

According to Dwivedi (2001: 519) conflict has been defined from several stand point it is an expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, stereotypes, etc. The author further suggests that conflict is a special kind of competition and as a break down, delay and difficulty in the decision making process.

MOHA Soft Drinks Industry S. C., Tekle Haimanot Plant, has organizational members who have different interest and personality shaped by environmental, cultural, social and educational backgrounds under similar organizational goals and objectives. Multiplicity of needs interests and leadership problems leads to conflict.

According to the key informants, MOHA Soft Drinks Industry S.C. T/Haimanot Plant faces tribulations on labour relations, that is usually perceived in between employees and management. It was easy to understand that unhealthy relationship between employees of different status hinders productivity, and time and resource wastages.

The student researcher's personal observations and the information taken from the employees' union representative of the factory also revealed that the management and employees lacks cooperation and they see each other unfriendly. This gives you an idea about how the degree of the problem is severe. According to the researcher's belief this needs appropriate investigation on the causes and consequences of the issue and forward possible recommendations.

The aforesaid problems initiated the student researcher to assess the principal causes and consequences of the conflict between the employees and management in MOHA Soft Drinks Industry S. C., Tekle Haimanot Plant.

1.3. Research Questions

Based on the above problem statement, the research was raised the following basic questions:

1. What are the factors contributing to conflict in the organization?
2. What are the consequences of conflict in the organization?
3. What are the possible actions that should be taken to minimize the destructive of conflict?

1.4. Objective of the Study

1.4.1. General Objective

The main objective of this study is to assess The Cause and consequences of Conflict and Conflict Resolution between Management and Employees used in MOHA Soft Drinks Industry S.C T/H Plant particularly.

1.4.2. Specific Objectives

More specifically this study will strive:

1. To list out factors contributing to conflict in MOHA Soft Drinks Industry S.C T/H Plant
2. To identify the consequences of conflict in this Plant.
3. To suggest the methods to be used in the future to overcome conflict problems in the factory

1.5. Significance of the Study

The significance of the study will not limit to the organization but also for the workers. When a conflict is being managed immediately without affecting the organization, employees will be motivated with the attractive working environment, with a good

relation with their employers and work the best they can, and in return, they will get higher pay off, promotion in salary, higher position, and other motivating factors.

There for the research will be significant for organization, researcher and others for several reasons: For Organization identify causes of conflict and find ways in which workers and management can work with together to accomplish the organization goals, If the organization will have the opportunity to get this research paper they will clearly

understand functions and dysfunction of conflict. The study will also recommend the solution for problems identified in organization, It also will help the researcher to grasp the experience of doing research, Besides, readers whoever read this paper, enrich their understanding in the field of study. Finally this research will be used as base to undertake further detail study on the area.

1.6. Delimitation of the study

Conflict occurs at different levels of the organization. It is part of the organization. The study was focused on assessing causes and consequences of conflict and its system of resolutions in MOHA Soft Drinks Industry S.C T/H Plant Currently, MOHA has six different branches in Ethiopia and one head quarter which is located in Addis Ababa, Nifas Silk. To make the research reliable and comprehensive, assumed better to have crucial information from each plant. However, due to money and time constraints this research is confined to T/H Plant. This is because MOHA Soft Drinks Industry S.C is so wide; its Plants are all over Ethiopia, except some regions.

1.7. Research Design and Methodology

1.7.1. Research Design

This study employed descriptive survey research design. Because descriptive survey method is more appropriate to analyze quantitative data.

1.7.2. Population and Sampling Techniques

The total population consists of 646 employees residing in the T/H plant. To carry out this research, the total population was classified using stratified sampling technique based on Management and Labor. Since it is divided in to Management and Labor, the survey gave equal chance of considering in the sample. Hence, in order to make the sample, this contains possible respondents, representative a probability sampling

Specifically simple random sampling technique will be used. Therefore, out of the total population, employees 226(35% of 646) considered for the study. Simple random sampling method used because of its precision, less costly and simplicity. Another reason of using simple random sampling was it gave all population to have equal chance of being selected in the sample and it helped avoiding bias in sample selection. The composition of the sample is indicated in the following table,

1.7.3. Types of Data Used

Both primary and secondary data were used in this study. The primary data sources were employees and managers. The secondary data sources were written documents, such as books, factory documents.

1.7.4. Methods of Data Collection

The researcher collected the data from primary and secondary sources through questionnaire, interview and document analysis. Closed and open ended questions were presented and distributed to employees to get first hand information about the problem. An interview was conducted to managers to scrutinize facts. These ways help the researcher articulate from different angles; and can get up to date information.

1.7.5. Data Analysis Method

The information which were collected from primary sources; analyzed by descriptive statistical method; like percentage.

2.8. Organization of the Study

The study will have four chapters. The first chapter deals with introduction part, the second chapter consists of literature review, the third chapter involves data analysis and interpretation, finally the forth chapter will be about summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Under this chapter, the related works in cause and consequences of conflict its resolution books and journals are reviewed. The researcher believe the framework is helpful for the readers of this project work to grasp and visualize the work of others. Then they understand what the actual practice of MOHA Soft Drink Industry T/H Plant look like in conflict and conflict resolution.

Specifically, the chapter deals with cause and consequences of conflict and its resolution systems.

2.1. Definition of Conflict

Conflicts are almost inevitable. However, one needs not to be alarmed by this reality because many conflicts are beneficial. Classified conflicts into functional conflicts and dysfunctional conflicts. A functional conflict is one that enhances the performance of the organization. This conflict usually arises when different groups within an organization agree about achieving a certain goal but differ on the means to achieve it. This conflict can motivate the different groups to improve their methods. When the conflict is settled, the goal can be achieved in the most effective manner (Gibson et al, 1985: 155).

From the above definition one can understand that, if different groups in an organization have a healthy competition among them, then this situation (a functional

conflict) can facilitate organizational goal achievement effectively.

The fact that an organization can benefit from the functional conflict after it is settled demonstrates that the effect of a conflict depends primarily on the way it is managed. In case a conflict is not well managed, it automatically becomes a dysfunctional one that hinders the operations of an organization. There is usually a thin line between functional and dysfunctional conflicts. Managers shall make sure that this line is not crossed. The location of this thin line is not constant. It usually depends on the group's culture, tolerance, and ability to take the stress. Muawiya, the fifth successor of the prophet said that if there were one string of hair linking him to the people, it would not be cut. If the people relaxed it, he would pull it, and if they pulled he would relax it. (Naceur Jabnoun, 1985: 155)

One can visualize from the above paragraph, conflict must be handled in a balanced way, if not it becomes dysfunctional and it hinders the organization.

Sudan and Kumar (2003: 304) define, "Conflict is also associated with situations that involve contradictory or irreconcilable interests between two opposing groups." And Kumar also further explains that conflict is a disagreement between two or more individual or groups, with each individual or group trying to gain acceptance of its view or objective over the others.

From the above quote, one infers that conflict is directed against another group and actions are taken to frustrate the other group's actions towards goal achievement.

Conflict has been defined from several stand point in literature Dwivedi (2001: 519)

defines conflict as “an expression of hostility, negative attitude, antagonism, misunderstanding, aggression, rivalry, stereotypes, etc.” The author further suggests that conflict is a special kind of competition and as a break down, delay and difficulty in the decision making process (Ibid, 2001: 519).

From the above definition, we can understand that conflict involves in, such as, develop hostility and negative attitude towards individuals, groups’ level to military aggression and rivalry among nations at international level. Robbins (2001: 304) put conflict as a process that beings when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about. Conflict is also associated with situations that involve contradictory or irreconcilable interests between two opposing groups. Sudan and Kumar (2003: 304) also further explains that conflict is a disagreement between two or more individual or groups, with each individual or group trying to gain acceptance of its view or objective over the others.

From the above quote, one infers that conflict is directed against another group and actions are taken to frustrate the other group’s actions towards goal achievement.

In general, conflict has been defined as process in which an individual purposefully makes a concerted effort to offset the efforts of another individual by some form of blockage that cause frustration to the latter in accomplishing his /her goals or furtherance of his/her interests (Dwivid, 2001: 519). The author also added, conflict is visualized as the active striving for one’s preferred goal which is accomplished, precludes the attainment by others of their own preferred goal, thereby causing hostility. (Ibid).

So the objective of this study is to find out the causes and consequences of conflict in the organization and the current system of conflict management.

2.2. Features of Conflict

Conflict has its own characteristics which make it different from other issues. According to Sudan and Kumar (2003:304) the features of conflict are stated as follows:

- Conflict occurs when two or more parties pursue mutually exclusive goals, value or events. It is based on the assumption that there are two or more parties whose interests or goals appear to be incompatible.
- Conflict arises out of two perceptions. If A perceives his/her goals to be incompatible with those B and A has no opportunity to frustrate the goal attainment of B, there is no conflict.
- Conflict refers to deliberate behavior. A deliberately tries to prevent B from attaining his/her (B's) goals. If interference is accidental, there is no conflict.
- Conflict can exist either at the latent or over level, but generally speaking, conflict is a term that is limited to verdicts.
- Conflict is different from competition. In conflict one side sees an opportunity to acquire resources or perform activities. In competition both sides try to win, but neither side actively interferes with the other.

2.3. Transition in Conflict Thought

According to Robbins (2001:384), conflict has passed three historical periods. These are the traditional view, the human relation and the inter-actionist. For further understanding, the three view of conflict are discussed below.

2.3.1. The Traditional View

This is the oldest and the traditional approach of conflict. This early approach to conflict assumed that all conflicts are bad and harmful.

The existence of conflict was regarded as a sign that something was wrong and required correction. According to the traditional view, conflict serves no useful purpose because it distracts manager's attention and saps energy and resources. Thus, conflict should be avoided. In addition, conflict was seen as the result of poor management and the efforts of troublemakers. Through proper management techniques and the removal of troublemakers, conflict could be eliminated and optimal performance could be achieved (Robbins, 2001: 384)

2.3.2. The Human Relation Views

Conflict is natural occurrence in all groups and organizations. It cannot be eliminated, and there are even times conflict may benefit a group performance (Ibid, 2001: 384).

2.3.3. The Inter-actionist View

It is the most recent view. The inter-actionist view argues that conflict is not only a positive force in a group but also it is absolutely necessary for a group to perform efficiently. This view encourages group leaders to maintain minimum level of conflict which is enough to keep the group viable, self-critical, and creative.

2.4. Dynamics of Conflict

It is useful for team leaders and managers to understand the dynamics of conflict. Conflict gives rise to a series of behavior and responses between or among parties. Conflict can be more readily understood if it is considered as dynamic process. Each conflict is made up of a sequence of interlocking conflict episodes (Sekaran, 2004: 203).

As quoted in Sekaran (2004: 2003: 204), Pondy (1967) developed a process model of conflict, which is very helpful in understanding how it starts and what stages it goes through. Pondy delineates five stages in what he terms a 'conflict episode' as follows:

Latent conflict

The stage when certain factors existing in the situation that could become potential conflict inducing forces. For instance, if the resources (men, materials, money) of an organization are limited and the various departments in the system press their demands for them, then these situational factors set the stage for the next conflict. This is the latent conflict stage.

Perceived conflict

It is the stage when one party perceives that other as likely thwart or frustrate his or her goals. For example, the production manager might overhear the sales manager say that without more sales persons the targeted sales figured for the year would not be met. The production manager then perceives the likelihood of a conflict developing between the sales manager and himself, since he also needs recruit machinists and foremen and feels hiring of more sales persons would leave less money to hire the personnel for his department on account of the firm's limited resources. At this stage, the production manager perceives the possibility of a potential conflict developing between the two departments. This is the second stage in the conflict episode.

Felt conflict

It is the third stage when the conflict is not only perceived but actually felt and cognized. In the case just described, when the vice-president schedules a joint meeting of the department heads to discuss resource allocations, the production manager

literally 'feels' the impact of the impending confrontation at the ensuing meeting. Both parties, anticipating some powerful exchange of words, would probably even rehearse their statements in their state of anxiety.

Manifest conflict

It is the stage when the two parties engage in behavior that evokes responses from each other. At this stage, there is a great likelihood of both parties engaging in the pattern of responses. Manifest conflict is the stage of open confrontation. It takes the form of conflict full behavior, including open aggression, sabotage, apathy, withdrawal, letter perfect obedience to rules, etc. All of which reduce organizational effectiveness

Conflict resolution

This stage offers different methods for resolving conflicts least five different approaches could be taken for the purpose. Both parties could:

- Collaborate with each other and find ways to resolve the problems taking a "win-win" perspective.
- Compete for the resources taking a "win-win" approach and with the attitude "let the stronger party win".
- Accommodate the needs of the other by giving up his or her desire.
- Compromise and share the resources between them or one or both could avoid the conflict.

Conflict aftermath

The aftermath of a conflict may be either positive or negative for the organization depending on how the conflict is resolved. If the conflict is genuinely resolved,

2.5. Types of Conflict

Conflict could be intrapersonal, interpersonal, intergroup, inter-organizational, or between and among nations and each of these could again be substantive or emotional in nature (Sekaran, 2004: 201). For further discussion, Sekaran (2004: 201-202) put the types of conflict as follows:

Intrapersonal conflict

Intrapersonal conflict arises when tension is experienced within the individual when he or she has to choose from two or more unpleasant choices (avoidance - avoidance or two equally alternative options (approach conflict) or opt for something that has both positive and negative consequences (approach-avoidance conflict). (Sekaran, 2004: 202)

Interpersonal conflict

Interpersonal conflict involves two or more individuals rather than one individual. For example two managers compete for the same promotion, two executives maneuvering for large share of at least two individuals who hold polarized points of view, who are somewhat intolerant of ambiguities. Who ignore delicate shades of gray, and who are quick to jump to conclusions.

Intergroup conflict

Intergroup conflicts over authority jurisdiction and resources are exceedingly common. Every group is in at least partial conflict with every other group it interacts with. Most of the departments in the organization compete for the allocation of scarce resource and power. They differ in goals, work activities, power and prestige. Intergroup conflict is shown in the differences (Ibid, 2004: 203).

Intra-organizational conflict

Intra-organizational conflict encompasses vertical, horizontal, line staff and role conflict.

Vertical conflict:

It refers to that which occurs between individuals different hierarchical levels conflict between the superior a subordinate being an example of such conflicts could occur because of perceived transgression of psychological contract, ineffective communication, selective perceptions, misperceptions incongruence in goals, values, cognition, affect behavior or a variety of other reasons.

Horizontal conflict:

It refers to tensions between employees or groups at the same hierarchical level. It occurs because of interdependent among the parties concerned in the work situation and /or the common pooled resources shared for instance, several departments required to share the central departments may be required to share to external resources of a common typists pool and there is likely to produce tensions among them with each inclined to prioritize its own works. Incompatibility of goal and time orientations often results in horizontal conflicts.

Take for example the case of cited production department can minimize costs and the marketing department intention increasing customized product. How the goal of own is efficiency, and the other customer satisfaction. In such case where there is an incompatibility in the goals of two or more units, conflicts are bound to arise.

Lines staff conflict:

Refers to conflict arises between members who assist or act in an advisory capacity

(staff) and those who have direct responsibility for products, processes and services of the organization. Authority and control issues cause tensions between the two groups. Staff and line manager etc usually have different goal and personality predispositions, and come from different backgrounds and orientations.

Role Conflict:

Arises because different people in the organization are expected to perform different tasks, and pressure build up when the expectations of the maximum clash in several ways.

1. Intra-sender role conflict: The same boss expects different incompatible behaviors from one person.
2. Inter-sender role conflict: different role sender (bosses) expects the individual to perform different tasks and their expectations and message.
3. Inter role conflict: role requirements associated with membership in one group conflict with those arising from membership in other group.
4. Person role conflict: the role requirements of an individual conflict with the person's moral and ethical values (Sekaran, 2004: 212).

2.6. Source of Conflict in Organization

There are different factors which lead to conflict. According to Mishra (2001: 227) conflict is the outcome of the malfunctioning of an organization such as poor communication, lack of trust, failure of the management to meet the aspirations of employees and soon.

Mc. Shane (2004: 372) has summarized the root causes of conflict as follows:

Incompatible goals:

A common source of conflict is goal incompatibility. Goal incompatibility occurs when one employee or department's personal or work goals seem to interfere with another person's or department's goal.

Differentiation:

Conflict is often caused by different values and beliefs because of unique backgrounds, experiences, or training. Mergers often produce conflict because they bring together people with divergent corporate cultures. Employees fight over the right way to do things because of their unique experiences in the separate companies. Many companies are also experiencing the rising incidence of cross-generation conflict. Generation gaps have always existed, but generational conflict is more common today because employees across age groups work together more than ever before. Younger and older employees have different needs, different expectations, and somewhat different values.

Task Interdependent:

Conflict tends to increase with the level of task interdependence. Task interdependence exists when team members must share common inputs to their individual tasks, need to interact in the process of executing their work, receive outcomes/such as rewards/ that are partly determined by the performance of others. Higher the level of task interdependence, the greater the risk of conflict, because there is a greater chance that each side will disrupt or interfere with the other side's goals.

Scarc Resource: Scarc resource generate conflict because scarcity motivates people to compete with others who also need those resources to achieve their objectives.

Ambiguous Rules: Ambiguous rules- or the complete lack of rules- breed conflict. This occurs because uncertainty increases the risk that one party intends to interfere with the other party's goal. Ambiguity also encourages political tactics. In some cases, employees

enter a free- for -all battle to win decisions in their favor. This explains why conflict is more common during mergers and acquisitions employees from both companies have conflicting practices and values, and few rules have developed to minimize the maneuvering for power and resources. When clear rules exist, on the other hand, employees know what to expect from each other because they have agreed to abide by the rules.

Communication Problems: Conflict often occurs due to the lack of opportunity ability, or motivation to communicate effectively. First, when two parties behaviors and anticipate future actions. Unfortunately, Stereotypes to explain patiently, Subjective that emotions can negatively distort the meaning of an opponent's actions, there by escalating perceptions of conflict. Moreover, without direct interacting the two sides have less empathy for each other. Second, some people lack necessary skills to communicate in a diplomatic non confrontational manner. When one party communicates its disagreements in an arrogant way, opponents are more likely to heighten their perceptions of the conflict. Arrogant behavior also sends a message that one side intended to be competitive rather than cooperative.

2.7. Consequences of Conflict

Conflict has 'positive' as well as 'negative' consequences on the organization. If the differences are impersonally treated and discussed on a common plat from, the conflict

gives positive results. Similarly, if the conflicts are personally taken and become ego, status and interest points of difference, negative results are observed in the organization (Mishra, 2001: 227).

2.7.1. Positive Consequences of Conflict

Most experts today view conflict as potentially useful aspects of organizations. It is said that an organization void of constructive conflict is an organization void of excitement, diversity and viability (Sudan and Kumar: 2003: 306)

According to Sudan and Kumar (2003: 307) the positive outcomes of conflict are presented as follow:

- *Major Stimulant for Change:* Conflict spotlights the problems that demand attention, forces clarification of their nature.
- *Foster Creativity and innovation:* Conflict prevents stagnation; it stimulates interest and curiosity. In an atmosphere of open confrontation, people tend to put forward more imaginative solutions to problems. Conflict can help individuals to test their capacities to learn and develop.
- *Cohesion and satisfaction:* Inter- group conflict and competition drives groups closer together.
- *Group think is avoided:* Without strong vocal disagreement, group think could overpower a highly cohesive group, preventing it from making rational decisions based on facts.
- *A minimum level of conflict is optimal:* Conflict is necessary to the organizational life. It is necessary for the internal stability of organizations. The occasional flare up of inter-group conflict serves to the balance power relationships between departments. It also helps individual in reducing accumulated ill-feelings and tensions between them. A “good fight clears air”

2.7.2. Negative Consequences of Conflict

Unlike positive outcomes, the negative outcome of conflict has their own impact on organization performance. Sudan and Kumar (2003:307-308). Put the negative outcomes of conflict as follow:

Conflict creates stresses in people

Conflict exacts its toll on the physical and mental health of the combat ions. Intense conflicts generate feelings of anxiety, guilt, frustration and hostility. The distance between people increases. In addition, a climate of mistrust and suspicion develops. Discussion replaces cohesion.

Diversion of energy

Conflict diverts group's time and effort. Long term goals begin to suffer as short term problems become more important. Too much energy is drained off in trying to put out the "fires".

Instability and Chaos

Under intense conflicts collaboration across individuals, groups and departments decrease. Tensions will continue to mount up. In addition, conflict leads to communication breakdowns. The normal work-flow is disrupted; the Moral fabric of the group torn apart and the whole system is skewed out of balance.

2.8. Conflict Management

It is not surprising that people normally associate Conflict Management with reducing or removing conflict. Conflict Management isn't necessarily about minimizing conflict,

however, it refers to interventions that alter the level and form of conflict in ways that maximize its benefits and minimize its dysfunctional consequences (Mc. Shane, 2004: 374).

The Management within an organization should function in such a way so as to maximize the coordination of human resources and work system and to minimize conflict. There may be two approaches for managing organizational conflict: Preventive measures and curative measures. (Sudan and Kumar, 2003: 316).

Preventive Measures

In the preventive measures, management tries to create an environment where dysfunctional conflicts do not take place. Conflict is not primary as a result of individual neurotic traits but arises under given conditions even when people involved are well adjusted. Since situational variable induce conflict, it is possible to modify situations so as to avoid conflict. However, there may not be any specific standard of situations in

Which conflict will not grow. There might be certain positive programs and actions that might reasonably lead to avoidance conflict in the organization. The development of effective leadership, participative decision making , effective two-way communication with proper emphasis on upward communications improvement in interpersonal relationship, provision for facilities and opportunities to develop informal groups may be some of the ways to which management should pay special attention.

Curative Measures

The curative measures include the “resolution of conflicts” when they take place and become dysfunctional in the organization.

Sudan and Kumar (2003:316) Summarizes the approaches for managing organizational conflict as follows:

Establishing Common Goals

Most of the conflicts assume that incompatible goals are a necessary antecedent for the development of conflict. It means that the existence of superordinate goals. Common goals will reduce the occurrence of dysfunctional conflicts. This is true particularly in the case of conflict among groups and between individuals and organization. Mc. Shane in observes that the fundamental problems of inter group competition is the conflict of goals and breakdown of interaction between the groups. This breakdown in turn permits and stimulates perceptual distortion and mutual negative stereotyping. The basic strategy of reducing conflict, therefore, is to find goals upon which groups can agree and to reestablish valid communication between the groups. (Sudan and Kumar, 2003:316-317).

Changing Structural Arrangement

In some cases, the change in organization structure or some part of it can reduce dysfunctional conflicts. Kata Z. et al have given some more suggestions in this respect.

They observe that conflicts can be reduced by decentralization, restructuring to remove obvious, differentials in status symbols between hierarchical interest groups, development of cycles of work, with opportunity to employees to complete tasks and

sharing in organizational rewards. (Amirk Singh Sudan and Kumar, 2003: 317)

According to Amirk Singhsudan and Kumar (2003: 317), the change in organization structure can be used in the following ways:

Reduction in Interdependence

The basic reason in the intergroup conflict is the interdependence among them. The less such interdependence, the less will be the amount of conflict among them the more distinguished three types of interdependence pooled. According to conflict modes of latter two relationships that is, more the interdependence cannot altogether be avoided, however, instead of separating units organizationally, they can be separated physically. Physically separating the conflict groups has the distance advantage of preventing more damage and preventing the creating of further rational for fighting. However, this fact is may require continuous surveillance to keep the parties separate, especially if tempers are hot and energy levels high. The physical separation, however, is not a permanent measure for managing conflict

Reduction in Shared Resources

When two or more units are required to share resources, particularly scare ones, the potential for conflict increases the management of conflict suggests reducing such sharing on techniques for reducing such sharing is the increase in such resources so that each unit is independent insuring them. As such, measuring may be adopted for their optimum allocation.

Exchange of Personal

Personnel of the conflicting groups may be exchanged for a specific period as a way to

reducing and managing conflict. An exchange of people is very similar to role reversal, which is aimed at greater understanding between people by forcing each to present and defend the other's position. In a research study, it was found that the exchange of people program was effective at reducing conflict and speeding agreement.

Creation of Special Integrators

To resolve conflict, organizations may create provisions for the appointment of special integrators who may manager the inter dependence of various groups so that unresolved matters can be solved through them.

Reference of Superior's Authority

Conflicts may be resolved through the hierarchy. If resolutions cannot be attained by two organizational members, they may take the issue to a common superior who resolves the conflict by making a decision. Such a decision is usually accepted by organizational members because of the recognized superior authority of high-ranking individual.

Conflict Resolution Techniques

The various measures undoubtedly help in reducing the occurrences of conflict in the organization but they cannot guarantee the complete absence of conflicts. As such, when ever conflicts arise, these have to be resolved by some specific actions, known as "conflict- resolution actions".

As quoted in Sudan and Kumar (2003: 318-319), Ruble and Thomas have identified five types of conflict resolutions actions:

Problem-Solving (Win - Win)

The problem solving techniques is considered to be the most positive technique available for conflict resolution because it emphasizes the attaining of the common interests of both conflicting parties. In mutual problem- solving process, the conflicting parties must come together with the responsibilities of solving the mutual problems that faces rather than merely finding a way to accommodate their different perspectives. Questions of who is right or wrong is generally avoided, but sharing and communicating are required in order to find areas of common interest.

Avoidance

Another method of overcoming conflict is its avoidance, that is, parties to the conflict may either withdraw from the conflict the incompatibility. Withdrawal may be observed when one party leaves the field of conflict so that other party may will by being in sole possession of the goal in disputes. Alternatively, the goal may be redefined through mutual withdrawal from the field and non- overlapping goal priorities.

Smoothing

It is the process of playing down differences that exists between individuals and groups while emphasizing common interests. Differences are supervised and similarities are accentuated.

Compromise

It is a well accepted technique for resolving conflict yielding neither a definite loser nor a distinct winner. There is a third- party interventions, plus internal compromise between conflicting parties through both total- group and representative negotiation

and voting. A compromise may be achieved either through the intervention of third party, which is known as mediation, or without the intervention of the external parties known as bargaining.

Confrontation (Win -Lose)

The various actions enumerated above may not bring resolution of conflict between parties if they take very rigid stand. In such case, the parties are left to confrontation to

settle the conflict themselves. This strategy may result into win- lose situations. The parties concerned may settle their scope by applying strength against of each other.

2.9. Third-Party Conflict Resolution

Third- party conflict resolution is any attempt by a relatively “neutral person” to help parties resolve their differences. There are generally three types of third- party dispute resolution activities: Arbitration, Inquisition, and Mediation(Mc. Shane, 2004: 390).

Arbitration

Arbitrators have high control over the final decisions but low control over the process. Executives engage in this strategy by following previously agreed rules of due process, listening to arguments from the disputes employees, and making a binding decision. Arbitration is applied as the final stage of grievances by unionized employees.

Inquisition

Inquisitors control a discussion about the conflict. Like arbitrators, they have high decision control because they choose the form of conflict resolution. However, they also have high process control because they choose which information to examine, lead to

examine it, and generally decide how the conflict resolution process shall be handled.

Mediation

Mediators have high control over the intervention process. In fact, their main purpose is to manage the process and context of interaction between the disputing parties. However, the parties make the final decision about how to resolve their differences. Thus, mediators have little or no control over the conflict resolution decision.

CHAPTER THREE

DATA ANALYSIS AND INTERPRETATIONS

In order to obtain information about the study the questionnaires were distributed to collect primary data from Employees of MOHA Soft Drink S.C T/H Plant. The respondents are randomly selected from the factory proportionate. Out of the total 194 questionnaires, 136 (21% of 646) were correctly filled and returned. As a result, this analysis is carried out by taking 136 respondents in to consideration.

3.1. Background Characteristics of Respondents

In this section general background information about respondents is presented including sex, age, marital status, educational background and their years of stay in the organization. The purpose of presenting the profile of respondents is to examine later if there is any relation between these personal characteristics and conflict. The following table presents the general character of respondents.

Table 3.1.1: Respondents Background Information

Item	Responses	Frequency of responses (n = 136)	
		No.	%
Sex	Male	91	66.9
	Female	45	33.1
Total		136	100
Age	18 - 23	10	7.35
	24 -29	50	36.76
	30 - 35	41	30.14
	36 and above	35	25.73
Total		136	100

According to table 3.1.1, from top to bottom, out of the total respondents 91 (66.9%) are males and the remaining 45(33.1%) are females. This indicates that there are more male

employees than females in MOHA Soft Drink S.C T/H Plant.

The age distribution of respondents is 10 (7.35%) are between 18 and 23 years old, 50 (36.76%) are between 24 and 29 years old, 41(30.14) are between 30 and 35 years old, 35(25.73%) are 36 and above years old.

The age information imply that the factory have the opportunity to use energetic power.

Table 3.1.1: Continued

Item	Responses	Frequency of responses (n =)	
		No.	%
1 Marital status	Single	63	46.32
	Married	12	8.82
	Divorced	50	36.76
	Cohabited	7	5.15
	Separated	3	2.2
	Widowed	1	0.7
Total		136	100
2 Educational background	Below Grade 10	15	11
	Grade 10 or 12 Complete	34	25
	Certificate	15	11
	Diploma	36	26.5
	Degree	36	26.5
	Masters	-	-
	PHD	-	-
Total		136	100
3 Year of stay	0 - 4	39	28.7
	5 - 9	31	23
	10 - 14	28	20.5
	15 - 19	10	7.35
	20 and above	28	20.5
	Total	136	100

The above table 3.1.1 represents the marital status of employees who work in MOHA Soft Drink S.C T/H Plant. Accordingly, 63 (46.32%) are single and 12 (8.82%) are married.

On the other hand, those who are divorced are 50(36.76%), cohabited, separated and widowed are 5.15%, 2.2% and 0.7% respectively.

Based on the given information item 3 of table 3.1.1 majority of the respondents which 46.32% and 36.76% are single and divorced respectively.

Regarding s table 3.1.1. Item 1 implies that intrapersonal conflict may appear in the organization because majority of employees are single and divorced.

In the same table shows the educational background of respondents. The data indicates that 34(25%) respondents are grade 10 or 12 complete, 15 (11%) have certificate. The remaining 26.5% are diploma and degree holders. According to the above information the majority of the work force which is 26.5% are diploma and degree holders.

According to table 3.1.1 Item 2 even if conflict is there, the possibility of improving factories performance is moderate for a short period of time, the reason why it is for a short period, discussed in the implication of work experience.

The last part of table 3.1.1 Item 3 shows the work experience of respondents in this factory. Thus, 39 (28.7%) respondents have between 0 and 4 years experience, 31 (23%) have between 5 and 9 years stay in the factory, 28 (20.5%) have between 10 and 14 years stay. Respondents which are 10 (7.35%) have between 15 and 19 years of work experience. The remaining respondents 28(20.5%) have above 20 years experience in MOHA Soft Drink S.C T/H Plant. According to this information the majorities of

employees (28.7%) have 0 and 4 years stay in the organization.

One can infer from table 3.1.1. Item 3 work experience , missing experienced employee is danger, though there is more educated employee are there, they leave with in short period.

3.2. Analysis of Findings Obtained from Closed Ended Questions

The respondents were asked to indicate personal factors which lead to conflict. Their responses are summarized and put as follows:

Table 3.2.1: Factors Causes for Conflict (Personal factors)

Item	Responses	Frequency of responses	
		No.	%
Which personal factors are causes for conflict	Lack of knowledge	22	16.2
	Unshared perception	22	16.2
	Emotions	22	16.2
	Personality difference among workers	13	9.56
	Autocratic(dictatorial) behavior	22	16.2
	Less understanding of behavior	35	25.7
Total		136	100

Regarding the personal factors, presented in table 3.2.1, majority of respondents which is 25.7% confirmed that less understanding of behavior is the major sources of conflict. On the other hand, emotions, autocratic behavior, unshared perceptions and lack of knowledge are another source of conflict which is given by 16.2% of respondents. In addition to this 9.56% of respondents confirm that personality difference among workers is cause of conflict. Whereas the Management responded that there is no as such serious problem regarding personal factors. They handle them like their family, because they know employees are the most important asset of their factory.

Respondents reply for personal factor implies that, the management is not apply

behavioral treatment and is not handle them according to organizational ethics.

Respondents were asked about the sources of conflict related with the communication system of the factory. Their response is organized as follows.

Table 3.2.2: Factors causes for conflict (communication factors)

Item	Responses	Frequency of responses	
		No.	%
Which communication factors are causes for conflict	Late delivery of information	20	14.7
	Distorted message	15	11
	Impolite communication	33	24.26
	Use of jargons	8	5.88
	Lack of communication skill	25	18.38
	Errors in perception	33	24.26
	Information linkage	2	1.47
Total		136	100

As it can be seen from the table 3.2.2, majority of the respondents, 24.6%, 24.6% confirmed that , impolite way of communication and errors in perception respectively are the main communication related sources of conflict. In addition 18.38% and 11 of respondents replied that lack of communication skill and distorted message respectively are also another inevitable factor to conflict. Information linkage also communication related sources of conflict that occur in MOHA Soft Drink S.C T/H Plant.

Whereas, the manager's response is, employees failure to exercise collective agreement, sense of disrespectfulness, undermining one another, distrust between subordinates and employees, lack of good communication with subordinates and lower level of employees,

As one can understand from the data, it is possible to infer that there is a serious communication problem among Subordinates Management and employees. There is weak communication system.

Conflict arises from different structural related sources. Respondents replied their own responses. Their responses are organized as follows.

Table 3.2.3: Factors Causes for Conflict (Structural factors)

Item	Responses	Frequency of responses	
		No.	%
Which structural factors are causes for conflict	Self absorbed of work	10	7.35
	Goal difference	10	7.35
	Less degree of work growth	5	3.7
	Authority relationship	32	23.5
	Scarcity of resources	34	25
	Unclear line of responsibility	45	33.1
Total		136	100

Table 3.2.3 shows majority of respondents, 33.1% of respondents were confirmed that there is unclear line of responsibility. In addition, scarcity of resources and authority relationship are given 25% and 23.5% respectively by respondents as a causes of structural conflict. The rest, self absorbed of work (thinking of only for their own work), goal difference and less degree of work growth are also its contribution for arising structural conflict in this factory.

The management responds that, they have decentralized system, Every department discuss each other horizontally and they can facilitate things by exchanging information.

One can infer from both (Management and employees response), there is no clear organizational structure.

An interpersonal conflict is one type of conflict which occurs with management, with subordinates and with people in equal status. The researcher asked the respondents with whom interpersonal conflict occurs in MOHA. Their responses are organized as follows.

Table 3.2.4: Inter personal conflict

Item	Responses	Frequency of responses	
		No.	%
Most of the time with whom interpersonal conflict occurs in your factory?	With management	56	41.17
	With subordinates	60	44.1
	With people in equal status	20	14.7
Total		136	100

As it is shown in Table 3.2.4, many of the respondents (44.1%) confirmed that interpersonal conflict which occurs between employees or between employees and management is the common type of conflict in their factory. The remaining respondent answered that there is individual, groups and as well as organization conflict to some degree.

On the other hand according to the interview, Management's responses that conflict among subordinates are the main one. There is sense of disrespectfulness, undermining one another, lack of good communication with subordinates and lower level of employees. At this time the management interferes and solves it successfully.

As one can obtained from table 3.2.4, and response from interview, there is a gap in solving the problem, because employees have still the sense of misunderstanding in solving the problem. This shows that the management didn't give appropriate attention for it.

If you say conflict is “constructive”(useful), to what extent consequences have been in your workplace? Their responses are organized on the following table.

Table 3.2.5: Usefulness of Conflict

Item	Responses	Frequency of responses	
		No.	%
conflict is constructive	Leads to new idea	3	2.2
	Motivate change	5	3.6
	Fosters creativity and innovation	4	2.9
	Makes efforts in one direction	5	3.6
	Improves the productivity	2	1.4
	Helps in clear decision making	5	3.6
Total			

As we see from the table 3.2.5 only few respondents which is 17.3% said that conflict is constructive.

One can infer from this, employees innovativeness is very weak. This leads the factory less competitive in the world market.

Table 3.2.6 Harmful Consequences of Conflict

Item	Responses	Frequency of responses	
		No.	%
conflict is destructive	Diverts energy from work	15	11
	Increases hostility and Aggressiveness	14	10.2
	Customers dissatisfaction	15	11
	Employee turn over	39	28.67
	Wastes resources	38	27.94
	Less motivation of work	15	11
Total		136	100

As it is shown in tables 3.2.6, majority of the respondents which is 56.6% replied that conflict is destructive. They have expressed a negative attitude towards conflict.

The above table 3.2.6 shows only few respondents said conflict is constructive in their company. On the other hand table 3.8 shows respondents reply 28.67% and 27.94% respectively is that wastage of resources and employee's turnover are the major consequence of conflict. Others, diverting energy from work place, customer dissatisfaction, less motivation of work and increase hostility and aggressiveness are also the negative outcomes of conflict mentioned by the respondents.

From table 3.2.6 data, one can infer that the factory in general in danger, because there is high turnover and wastage of resources results a great impact on factories economy. the management still doesn't give much emphasis on this facts. In addition to this the employees are not aware about conflict. They are thinking traditionally

There are different types of conflicts which occur in different place, time and work environment. To investigate this in the factory the researcher asked; what are the common types of conflict happened in MOHA Soft Drink S.C T/H Plant? Their response is put as follow:

Table 3.2.7: Types of conflict

Item	Responses	Frequency of responses	
		No.	%
What are the common types of conflict happened in your factory?	Intra-personal(within one self)	5	3.67
	Inter-personal(between employees)	121	89
	Department(between groups)	10	7.35
	Between organizations	-	-
Total		136	100

As it is shown in Table 3.2.7, many of the respondents (89%) confirmed that interpersonal conflict which occurs between employees, or between employees and management is the common types of conflict in their factory. The remaining respondent answered that there is individual, groups and as well as organization conflict to some degree.

From the above table 3.2.7 one can understand that, the management are not pay the necessary possible attention towards interpersonal conflict. So as mentioned earlier this type of conflict also result poor performance.

According to the information obtained from the respondents, the frequency of conflict occurrences in MOHA Soft Drink S.C T/H Plant is analyzed as follows.

Table 3.2.8: Frequency of conflict

Item	Responses	Frequency of responses	
		No.	%
How often does conflict occur in MOHA Soft Drinks Industry S.C. T/H Plant?	Very frequently	10	7.35
	Frequently	23	16.9
	Rarely	95	69.8
	No response	8	6
Total		136	100

As table 3.2.8 shows, (69.8) of the respondents replied that conflict occurs rarely, (16.9%) confirmed that there is a frequent occurrence of conflict. On the other hand, the remaining (7.35%) employees replied that conflict occur very frequently. Among the respondents, there are respondents reply no response. Management (From the interview) response also the same thing, it arises rarely.

From table 3.2.8. one can understand that conflict in MOHA Soft Drink S.C T/H Plant occur rarely. Even if the occurrence is rare, its impact on the factory at the time of occurrence is very serious and

results turnover and other problems aggravate through time.

The management as a responsible body in the organization responds to issues related to their organization.

Table 3.2.9: Response of the management

Item	Responses	Frequency of responses	
		No.	%
What is the response of the management when conflicts occur?	Highly concerned	6	4.4
	Concerned	20	14.7
	Give little attention	105	77.2
	Non concerned	5	3.67
Total		136	100

As one can see from the table 3.2.9, majority of respondents which is 77.2% of respondents confirmed that the management gives little attention when conflict occurs, and 14.7% of respondents confirmed that the management is concerned. The rest 4.4% and 3.67% of respondents are highly concerned and non concerned respectively.

On the other hand, the management (from the interview) responds that they are highly concerned. As they clarify, first they try to council the employees. If the problem is serious, they try to get the root causes, collect written documents and other relevant evidences. Then after having the fact, the next stage is taking the possible measure equivalent to it.

As one infers from table 3.2.9 and the interview conducted to the managements, The management is not give necessary attention to the employee, because they are not working harmoniously. The factory is in danger.

Possible suggestions given by Management and Employees, how to minimize conflict at workplace. Accordingly, it is summarized as below:

Employee's respond:

- Identify the sources of conflict clearly
- Making the bottom line employees participant in decision making and management system of the organization rather than imposing what is decided.
- Creating equal opportunity of self development to all employees.
- Employees should aware of the rules and policies of the factory.
- The management must be transformational managers.
- Discussion forum should be set.
- Empowering employees and creating conducive working environment.
- Implementing collective agreement properly.
- Preparing training especially on the issue of conflict.
-

The management response:

- Using mechanism like collecting written and oral information in order to get the root Causes.
- meeting both parties, presenting the information and discuss on it. After getting the root cause of the problem take equivalent measure.

APTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Chapter four summarizes the main findings of the study and it forwards possible recommendations based on conclusions.

4.1. Summary of the Findings

The main concern of the study was to assess and analyses the practice of conflict and conflict resolution between employees and management in MOHA Soft Drink S.C T/H Plant. In order to carry out the study, related literatures were reviewed from different books. In addition, to get relevant information questionnaires were conducted to selected employees and interview question was conducted with the management of the T/H Plant. Therefore, on the basis of the data collected, the researcher has come up with the following findings.

- Most of the time interpersonal conflict in MOHA exists by 89% is between Employees. Conflict with subordinates by 44.1%, with managers by 41.17% Therefore these are the main problem of the factory and it has bad implication to the factory. It results turn over
- As regard to the occurrence of conflict, the study shows that 69.8% of respondents replied that conflict occur rarely in MOHA.
- The study shows, the way the management responding to employees in order to solve conflict is little. 77.2% respondents response this. Thus, employees don't get the right remedy at the right time.
- Regarding to the communication related sources of conflict, errors in perception and impolite communication respond by 24.26% respectively, lack of communication

skill, late delivery information and distorted message are respond by 18.38%, 14.7%, 11% respectively. This shows that there is a serious problem in the factory.

- The finding shows that workers doesn't know their duties clearly, the response shows that unclear line of responsibility by 33.1%, scarcity of resources by 25%, authority relationship by 23.5%.

4.2. Conclusions

On the basis of the findings presented above the following conclusions are drawn.

- It is possible to say that, more of the conflict which occur in MOHA Soft Drink S.C T/H Plant is interpersonal conflict
- The employees' interest is not taken into account in conflict management process. This is the basis to make the management and employees relationship rough. Additionally, the management attempt to build smooth relationship is weak.
- Because of poor communication system, communication breakdowns occur. These communication breakdowns tend to lead conflict, as respondents of MOHA Soft Drink S.C T/H Plant. replied.
- The foremost sources of conflict in concerning communication in MOHA Soft Drink S.C T/H Plant are errors in perception, impolite communication lack of communication skill, late delivery of information, and distorted message understanding of behavior, poor communication skill and unclear line of responsibility.

- Most of the respondents agreed on high level of conflict creates employee turnover and increases hostility and aggressiveness. Moreover, it has psychological impact to employees. Generally, conflict disturbs the overall activity of the organization.
- The key to the success of any organizations are employees in order to achieve the organizational goal, employees have great contribution. So, the management should satisfy their interests as much as possible, motivate them, get all issues out openly, discuss and work jointly with them.

4.3. Recommendations

Based on the finding of the study and the conclusion drawn, the researcher has forwarded the following recommendation to minimize the problems observed.

- As the level of conflict tends to go beyond the optimum, it has the following problems like disturb the normal work flow, take working time, make the relationship between the management and employees rough, cause wastage and defect on the quality of product. Therefore, managers should be able to take appropriate action to minimize their effects.
- MOHA Soft Drink S.C T/H Plant needs to prepare open discussion, seminars, workshop etc... and give right and up to date information to employees to minimize interpersonal conflict exists in the factory.
- MOHA Soft Drink S.C T/H Plant should minimize employee's turnover that occurs because of the conflict in the factory. This makes the factory incapable to perform professional tasks because experienced employees leave. So, emphasis must be given to such kind of conflict related problems.

- The mismanagements of conflict rather than conflict itself that causes real trouble in the organization. The effective manager must understand the nature of conflict that is beneficial to the organization. The management must deal with conflict in ways that promote both the individuals and organization goal. Excellent management of conflict is an essential to sound human relations.
- Conflict can never be eliminated entirely in organization hence, the management should develop skills in analyzing conflicts getting their sources, give remedial treatment and to build ones for the better of the organization.

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APPENDICES

A. Questionnaire for Employees [English Version]

Survey on the Assessment of The practice of conflict and Conflict Resolution in the case of MOHA Soft Drinks Industry S.C. T/H Plant

Addis Ababa, 2011

I would like to thank you in advance for your willingness and cooperation. I am a prospective graduate of St. Mary's University College from the department of Management. I am conducting a research for the partial fulfillment of my B. A. Degree in Management, entitled "**The practice of conflict and Conflict Resolution in the case of MOHA Soft Drinks Industry S.C. T/H Plant**"

The general objective of the research is to assess the causes and consequences of conflict between management and employees in your factory and to suggest recommendations that would help to minimize conflict.

Since your honest and timely response is valuable for the success of the research, please try to answer the questions frankly with duty attention.

Note:

- No need of writing your name since the questionnaire is prepared for academic purpose.
- Please, put a tick mark (✓) in the box for your answers

Thank you!

Part One: Personal Information

1. Sex: - Female Male
2. Age:-
18-23 24-29
30-35 36 and above
3. Marital Status: Single Married
Divorced Cohabited Widowed
4. Educational Background:
Grade 10 or 12 Complete Certificate
Diploma Degree Masters
PHD and above
5. Year of stay in the factory:
0-4 5-9
10-14 15-19
20 and above

Part Two: Questions on Causes or contributing factors to conflict

6. What are the main sources of conflict in MOHA Soft Drinks Industry S.C. T/H Plant?

7. Which factors are causes for conflict?
 - 7.1. Personal factors :-
 - a/ Lack of knowledge
 - b/ Unshared perception
 - c/ Emotions
 - d/ Personality difference among workers

e/ Autocratic(dictatorial) behavior f/ Less understanding of behavior

7.2. Communication factors:-

- a/ Late delivery of information b/ Distorted message
c/ Impolite communication d/ Use of jargons
e/ Lack of communication skill f/ Errors in perception
g/ Information linkage

7.3. Structural factors:-

- a/ Self absorbed of work b/ Goal difference
c/ Less degree of work growth d/ Authority relationship
e/ Scarcity of resources f/ Unclear line of responsibility

8. Most of the time with whom interpersonal conflict occurs in your factory?

- With management With subordinates
With people in equal status

Part Three: Questions on Consequences of conflict

9. If you say conflict is “constructive” (useful), to what extent consequences have Been in your workplace?

	<u>High</u>	<u>Average</u>	<u>Low</u>	<u>Not exist</u>
Leads to new idea	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivate changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fosters creativity and innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes efforts in one direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves the productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helps in clear decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. If you say conflict is “destructive”, to what extent consequences have Been in your workplace?

	<u>High</u>	<u>Average</u>	<u>Low</u>	<u>Not exist</u>
Diverts energy from work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increases hostility and Aggressiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers dissatisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Wastes resources
- Employee turnover
- Less motivation of work

11. What are the common types of conflict happened in your factory?
 Intra-personal (within one self) Inter-personal (between Employees)
 Department (between groups) Between organizations
12. How often does conflict occur in MOHA Soft Drinks Industry S.C. T/H Plant?
 Very frequently Frequently
 Rarely No response

Part Four: Questions on resolution of conflict

13. What is the response of the management when conflicts occur?
 Highly concerned Concerned
 Give little attention Non Concerned
14. Please suggest your own possible solution to minimize conflict at work place .

Questions used to obtain information that is more or less basic in nature

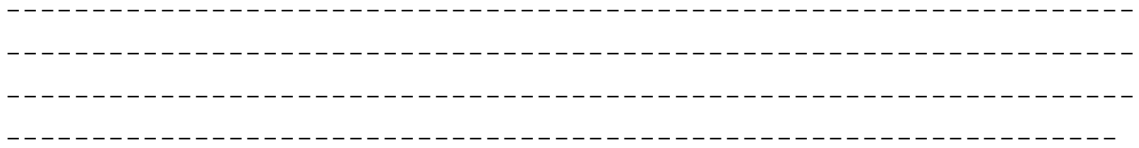
Some of important questions are listed below which used to asses the Practice of Conflict and Conflict Resolution in your organization. Please show your level of agreement by ticking under the column that can show your appropriate position or agreement to the statement.

Instruction

5 = Strongly agree 4 = Agree 3= Neither agree nor disagree 2 = Disagree

1 = Strongly disagree

S/ N		5	4	3	2	1
1	Employees have positive attitude towards conflict.					
2	If dysfunctional conflicts not managed timely, it affects the performance of the organization.					
3	An organization that has smooth communication and well structured system takes conflict as an opportunity for better development.					
4	Conflict is a result of poor management.					
5	A third party should be involved to resolve the difference.					
6	Common goals will reduce the occurrence of dysfunctional conflicts.					
7	Conflict is dysfunctional, therefore, it must be removed.					
8	To solve a problem together, accurate information should be exchanged.					
9	Avoiding is the best way to overcome conflict.					
10	Situations like effective leadership, participative decision making, effective two way communication etc. leads to manage conflict.					



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DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Yimer Adem. All sources of materials used for the manuscript have been duly acknowledged.

Name: Mehbuba Jemal

Signature: _____

Place of submissions: St. Mary's University College
Faculty of Business
Department of Management
Addis Ababa

Date of submission: _____

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name: Yimer Adem

Signature: _____

Date: _____

Interview Questions [English Version]

Survey on The Practice of Conflict and Conflict Resolution between Management and Employees: The case of MOHA Soft Drinks Industry S.C. T/H Plant
Addis Ababa, 2011

For General Personnel and Training Head Use only

I am a perspective graduate of St. Mary's university college from the department of management. I am conducting a research for the partial fulfillment of my BA Degree in Management entitled The Practice of Conflict and Conflict Resolution between Management and Employees: The case of MOHA Soft Drinks Industry S.C T/H Plant

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The general objective of the research is to assess The Practice of Conflict and Conflict Resolution between Management and Employees in your factory and to suggest recommendations that would help to minimize conflict.

Since your honest and general response is valuable for the success of the research please try to answer the following interview questions with due attention.

1. What are the main sources of conflict in your plant?
2. Related to structural factors, how does your factory works?
3. With whom does interpersonal conflict occur in your plant?
4. How often does conflict occur in the factory?
5. How does management respond when conflict arises?
6. Concerning communication issues, do you have smooth relationship with employees?
7. What possible suggestion do you recommend to minimize conflict at work place?

1. What is the main sources of conflict related to personal factors in your plant?
2. Related to structural factors, how does your factory works?
3. With whom does interpersonal conflict occur in your plant?
4. How often does conflict occur in the factory?
5. How does management respond when conflict arises?
6. Concerning communication issues, do you have smooth relationship with employees?
7. What is your responsible suggestions to minimize conflict?

1. There is no as such serious situation in our plant. When some causes like absenteeism and refuse to work overtime works arise, we can control them successfully. But there are problems like fraud and steeling, we automatically take a measure. We fire them.
2. Decentralization is our plant system. Every department discusses each other horizontally. We can facilitate things by exchanging information.
3. With subordinates. There is sense of disrespectfulness, undermining one another, Lack of good communication with subordinates and lower level of employees and the like. At this time the management interfere and solve it successfully.

4. Rarely.
5. Highly concerned. First the management try to get the root causes, collect written documents and other evidences, triangulate them with different angles then after having the fact, the next stage is taking the possible measure equivalent to it.
6. Yes, we can do whatever respected from us, and we handle them as our family. We know employees are the most asset of the factory. Therefore our communication is smooth.
7. I believe that, especially in an organization, the management should handle its employee like his/her family, discuss with them, and fulfill their interest. When conflict arises the manager and the employee find the root causes together. At the end they can achieve the objective and goals of the organization.

absenteeism(without permission) is the main sources of conflict. In relation to deceiving and fraud are not tolerable by managements. When this kind happens, the management can take immediate action.